

Performance Improvement Office
ANNUAL REPORT
2017



DENVER
PUBLIC HEALTH™

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Our Vision

**Denver is a healthy
community for all
people.**

Our Mission

**Improving health
with our
community.**

Our Values

Collaboration • Continuous Improvement and Innovation • Equity • Excellence



**DENVER
PUBLIC HEALTH.**

Planning and Performance Improvement

We provide coaching and structure for Denver Public Health initiatives to improve the processes and grow the people that advance public health.

| Our Goals: | Our Key Department-wide Activities: |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| Achieve and maintain accreditation | Accreditation and Sustainability Plan |
| Place the customer at the center of everything we do | Customer Experience Feedback and Action Plans |
| Develop a culture of quality improvement | Performance Improvement Annual Plan QI Training and Coaching Performance Improvement Survey |
| Oversee Denver Public Health's planning and performance improvement system | Strategic Planning Performance Management System (onFocus) Visual Management Boards Semi-annual program reports |
| Ensure that Denver Public Health's workforce is educated and engaged | Workforce Development Annual Plan PHUN Team Core Competency Survey Mentoring Program |

Accreditation

Together Denver's Department of Public Health and Environment and Denver Public Health provide comprehensive, high-quality public health services to the City and County of Denver.



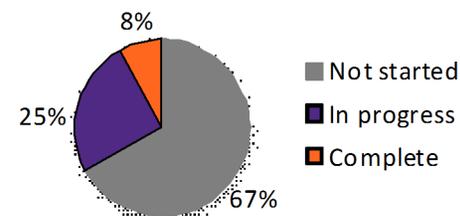
Denver received national public health accreditation in March 2017



Journey to Reaccreditation

Over the next few years we will work towards the next set of accreditation standards. Below is our progress towards updating Domain content.

Reaccreditation Progress



Customer Experience

OUR VISION: Denver Public Health will have a culture where **customer experience is fully embedded across all levels, departments, and programs.** This includes feedback collection, through a variety of methods, which will provide insight into our customer’s perspective, **allowing us to continuously improve our work** so that **all customers are proud to recommend Denver Public Health.**

To evaluate progress in achieving our vision, we will track the following metrics:

| | Metric: | Definition: |
|------------------|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Program Level | First feedback collected | Using the time frame, identified customer, and feedback collection method (survey, focus group, rounding, key informant interviews) set at fall program planning, program area collects feedback from customers. |
| | Action plan documented | Scheduled 45 days after “first feedback collected,” program area names opportunities for improvements and plan to drive improvement work. |
| | Second feedback collected | Using the time frame set at fall program planning, program area collects feedback again. It can be to measure improvement work, or to focus on a new customer or new process. |
| Department Level | Feedback collected 2x/ year by each program area | Using performance management software, monitor department’s progress toward achieving feedback collection from all program areas (DPH target = 22/22) |
| | Percentage of action plans documented | Each area is required to complete at least one action plan based on their customer’s feedback. DPH target = 11 action plans, for 100% participation. |

Action Planning with Customer Feedback

The primary reason we gather feedback from our customers is so we can improve their experience. Action Planning captures ideas for improvements and shows our customers we take their feedback seriously.



DPH’s Customer Experience Action Plans document:



One specific area for improvement efforts



A timeline of improvement activities



Plans for sharing feedback back to our customers and staff

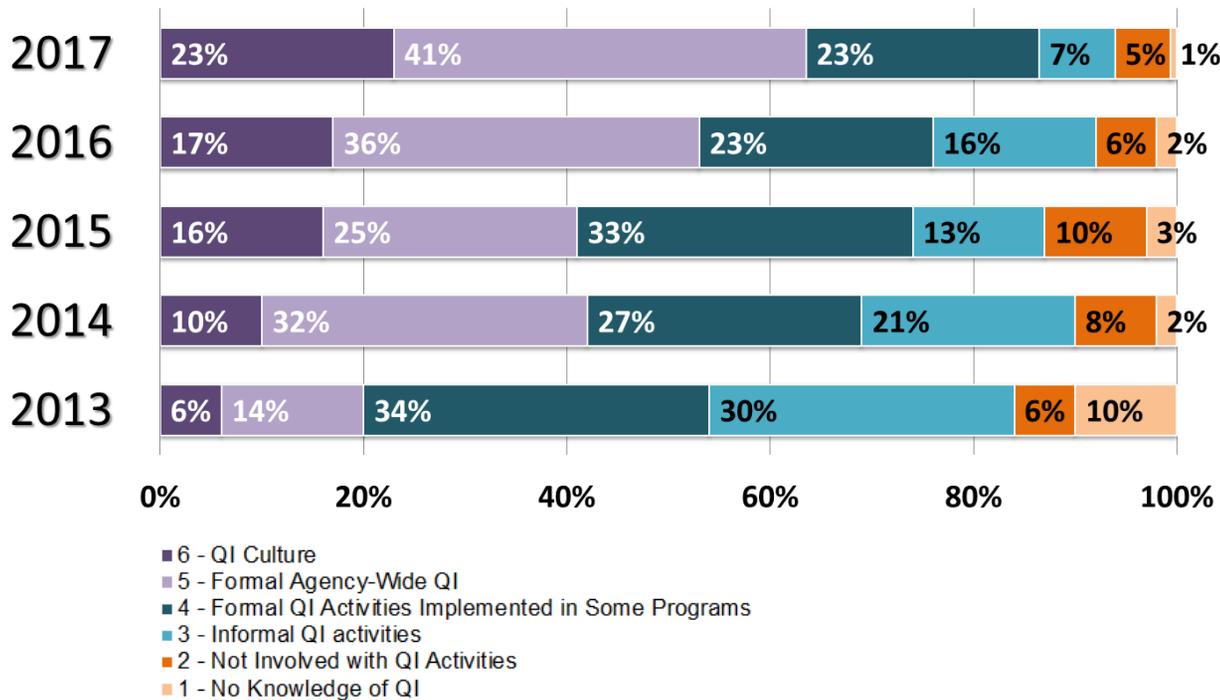


FEEDBACK COLLECTION METHODS:

Surveys
Rounding
Focus Groups
Key Informant Interviews

Quality Improvement

Quality Improvement (QI) culture at Denver Public Health



For the past five years Denver Public Health (DPH) has been on a concerted journey toward a culture of quality improvement. Using national accreditation standards and NACCHO's Roadmap to a Culture of Quality Improvement, the Quality Committee develops an annual plan to develop and maintain a QI culture. In 2017, DPH implemented a department-wide QI project, analyzed leadership involvement in QI, increased visibility of our QI work through presentations, and added a mandatory QI professional development goal to our annual review process.

2017 MOST COMMONLY USED QI TOOLS AT DPH

5 S / 6 S



Brainstorming



78% of staff participated in at least one QI Project in the past 12 months

3 MOST COMMON REQUESTS

A3 Process



Prioritization Tools

Process Maps/Flow Charts



75 Hours

of QI coaching provided to the department

Strategic Planning

| Priority Area | Goal |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| Research and Education | <i>Promote education and research to advance public health knowledge and train the future workforce.</i> |
| Health Equity | <i>Strengthen staff capability and organizational capacity to advance health equity in Denver.</i> |
| Policy | <i>Improve the effectiveness of policy work to inform and support transparent collaboration.</i> |
| Customer-Focused Service | <i>Ensure smooth transitions and follow-up for anyone who interacts with our system to provide customer-focused service.</i> |
| Partnerships | <i>Build partnerships and leverage assets to assure successful collaborations.</i> |
| Denver Department of Public Health and Environment | <i>Build cross-agency knowledge and relationships with Denver Department of Public Health and Environment.</i> |

Select 2017

Accomplishments

Over **fifty action items** were completed by the Strategic Planning Committee in 2017. This group consists of twenty staff from all levels and programs.. Accomplishments include:

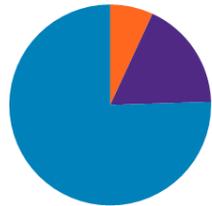
-  Developed research and education work plans
-  Conducted department- wide health equity training
-  Identified 4 policy priorities: violence prevention, opioid abuse, tobacco prevention, and obesity prevention
-  Successful Joint Commission survey and move to 601 Broadway
-  All program areas developed a 2018 health equity action plan
-  Launched monthly “Building Bridges” e-mail newsletter to share information across both agencies.

Workforce Development

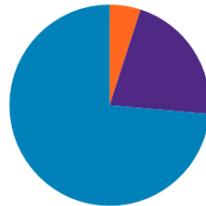
2017 Core Competency Survey:



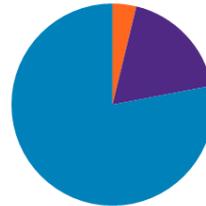
Department Strengths



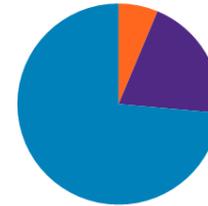
Incorporating ethical standards of practice into all interactions



Making decisions based on proven practices



Describing the value of a diverse workforce



Establishing and/or contributing to teams



= Staff answering "Expert" or "Experienced"

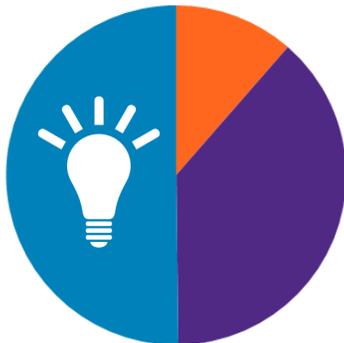


= Staff answering "Informed"

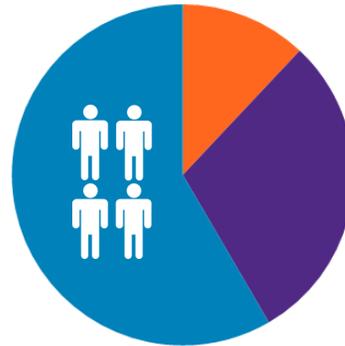


= Staff answering "None" or "Aware"

Prioritized Training Opportunities



Increasing understanding of, and participation in, **professional development** opportunities.



Addressing the **diversity of individuals** and populations when implementing policies, programs, or services.

DPH Employee Engagement Planning

Engagement Score: 4.13

(based on a 1-5 scale)

The Press Ganey Engagement Score uses six questions that gauge overall satisfaction, organizational pride, and likelihood to recommend.

Strengths:

Pride in our work:

- "I like the work that I do."
- "I am proud to tell people I work for this organization."
- "The work I do makes a real difference."

Patient Care:

- "I see every patient/client as an individual person with specific needs."
- "I care for all patients/clients equally even when it is difficult."

Supervisor relationships:

- "The person I report to treats me with respect."
- "I respect the abilities of the person to whom I report."

Concerns:

- Organizational career development
- Making good use of our skills and abilities
- Resiliency: disconnecting *outside* of work.

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